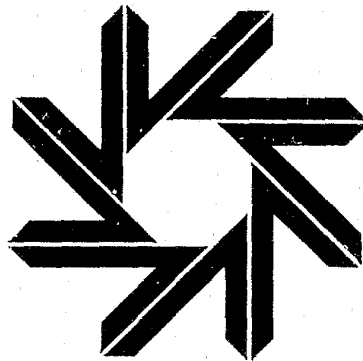


SHERIFFS' 1977 MANAGEMENT CONFERENCE EVALUATION



*VIRGINIA DEPARTMENT OF CORRECTIONS
Division of Administration
Bureau of Research, Reporting and Evaluation*

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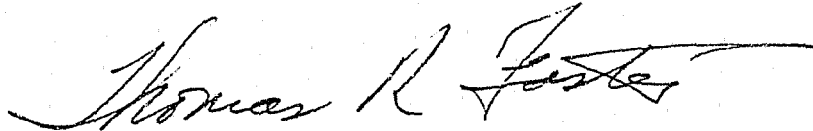
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EXHIBITIONS

ACKNOWLEDGEMENT

We wish to thank Julian Pugh, Chief of the Jails Training Section of the Bureau of Staff Organization and Development, and his staff for their guidance and assistance in this effort. Also, we wish to express our appreciation to the Virginia Sheriffs for providing the information for our evaluation of the conference.

The study was conducted by Linda Grasewicz, Research Analyst. Inquiries concerning this report should be directed to the Bureau of Research, Reporting and Evaluation.

A handwritten signature in cursive script that reads "Thomas R. Foster". The signature is written in black ink and is positioned above the typed name.

Thomas R. Foster, Director
Bureau of Research, Reporting
and Evaluation

INTRODUCTION

The 1977 Sheriffs' Management Conference, held in Virginia Beach October 9 - 12, was sponsored by the Department of Corrections with an LEAA grant awarded through the Division of Justice and Crime Prevention. This evaluation contains three components:

- 1) The results of interviews with a small sample of sheriffs on three of the more important conference topics which were "You and the Courts", national jail operational standards, and national medical standards.
- 2) An analysis of an overall evaluation questionnaire completed by most participants.
- 3) The subjective impressions of the evaluator.

The conference covered a multitude of topics intended to inform local Virginia correctional officers of changes occurring in correctional philosophy which impact the operations of jails and sheriff's offices. This year's major emphasis was national standards and their potential impact in Virginia.

CONFERENCE CONTENT AND COMMENTS

This section of the report reviews the conference speakers and topics. It contains the results of the interviews conducted with the participating sheriffs.

The first working day of the conference opened with several welcoming addresses given by various correctional officials. These were short, informative and cordial speeches which served to set the informal tone of the conference. Following these welcoming presentations, the Director of the Texas Department of Corrections delivered the keynote address on some of the problems presently facing the law enforcement officials.

The next session of speakers addressed the broad area of the courts and the sheriffs' responsibility in this sector. Jack Cales spoke first about a witness education program being conducted in Portsmouth. Judge Wilkinson spoke next on courtroom procedures addressing the sheriff as an "expert" witness and inmate and sheriff appearances in court. Bill Weddington, Director of Youth Services for the Department of Corrections, was included in this section and spoke on the changes in the juvenile code and their impact on the jails in Virginia.

This was the first area to be evaluated through the interview process. The sheriffs sampled on this topic represented jails ranging from ten man rural facilities to the large urban complexes. All of the sheriffs sampled expressed very favorable opinions of the information presented by both Judge Wilkinson and Jack Cales. They all felt that the witness assistance program operating in Portsmouth

was an excellent idea. However, they expressed mixed feelings concerning the impact such a program would have in their localities. Some of the sheriffs in the larger localities have such a program for jurors and were enthusiastic about extending it to witnesses. One sheriff from a small rural jail best explained the overall reaction of the sheriffs. "We need it badly. They (the court) postpone a case two or three times and don't notify witnesses. They don't want to get involved again and they could help us alot... but it ain't worth their while with all the hassles. It (the witness program) would be wonderful."

The reaction to Bill Weddington's address was not as favorable as the other two speakers. Many of the sheriffs had attended training seminars on the changes in the juvenile laws (particularly those from urban areas) previous to this conference. "Weddington ... left more questions unanswered than he answered," explained one sheriff, who after 10 months of operating under the new law had specific situations on which he needed further guidance.

Most of the sheriffs expressed a desire to have a critique of the new juvenile laws which put the complex statutes in easily understandable terms. One sheriff felt an easy reference index was needed "where you can refer to things a lot quicker instead of having to read so many statutes to find what you want to know."

The last session of the day dealt with outside funding and resources. Craig Dobson from the National Institute of Corrections spoke about their jail training program. The other two speakers, Duane Baltz of the Criminal Justice Program of the National Association of Counties and Richard Harris of the Division of Justice and Crime Prevention focused on the future opportunities in

and constraints on funding sources.

Charles Owen, Director of Finance for the Department of Corrections, began the second working day of the conference with a progress report on jail budgeting and reimbursement procedures begun in 1976.

"The Advantages and Necessity of Adequate Jail Standards and Inspection" was the next topic on the conference agenda. Mr. Fosen, Executive Director for the Commission of Accreditation for Corrections, was the first of three speakers on this subject. As the national jail standards produced by the ACA would not be ready for several weeks, he discussed the process used in the development of these standards and the process involved in accreditation.

The next two speakers addressed the role of jail inspection and the close tie between inspection and standards. Bert Friday, Division Director of Inspections for South Carolina, and Robert Spann of the Department of Corrections, Division of Adult Services, both stressed that inspection as enforcement of standards would provide a standardized measure for all jails, no matter how small, and would further serve as a defense against litigation.

In general, the sheriffs interviewed on this area of upcoming standards were favorably impressed by all three presentations but were apprehensive about the nature of these standards. "I think these standards are the coming thing, however national standards are going to be hard for us to meet because the federal government does things when money is no object. I mean they have deficit spending and we can't do that."

All the sheriffs interviewed shared this concern about funding. Many of them saw the Department of Corrections playing an integral part in the application and enforcement of the standards in Virginia. Feeling that jail standards once adopted should be mandatory, one sheriff commented "I think that it is commendable that the sheriffs in here this morning, ... wanted this thing (the standards) mandatory, not voluntary. I think that if they (the standards) are going to be enforced, the Department of Corrections should do it."

Standards and Goals continued to be the topic of discussion in later sessions. Dr. Joseph Rowan from the American Medical Association described the legal requirements and implications of the AMA jail standards and medical care for the local correctional facility. Senator Walker reviewed the standards for treatment personal and training of local law enforcement officials. Delegate Ashworth and Chairman of the Parole Board, P.C. Shields, reviewed for the sheriffs the findings of the Crime Commission Jail Study and the Virginia Task Force on Criminal Justice.

Assistant Attorney General John MacIlory closed the working day with an explanation of some of the legal problems which now face the sheriffs in inmate disciplinary actions and procedures.

The comments of the sheriffs interviewed on these various presentations were the last of the interview process. Their reactions to the AMA standards were very mixed. Some saw their benefit. "These medical standards are a good thing. Now I know that in our jail we started a paramedic program and through the use of these

paramedics we have really reduced sick calls and our drug bill is now one-tenth of what it used to be." Others felt that the standards were too costly and impossible to enforce. "I don't think that you can put the medical standards too high. I think there should be coverage, but we can't afford to pay for all the things that the AMA says we have to provide."

Many of the sheriffs welcomed Senator Walker's suggestion that training received by the sheriffs and their staff be extended from the present two weeks to three weeks in duration. "I think that its a great idea because they can't adequately learn what they need in the short time we now train them. As a matter of fact, I would like it to be four weeks long spread over two separate two week sessions."

During the last day of the conference, Mr. Rollason, Director of the Cooperative Jail Project in the Counties of Clarke, Warren and Frederick and the City of Winchester, reviewed the progress made in this project. Dr. Wingfield and Wilhelm Haag of the Department of Corrections explained the certification of Paramedics and Pharmacy procedures. Mr. Jones and Sheriff Hodnett of the Virginia Association of Local Executive Constitutional Officers told the sheriffs of upcoming legislation and the Association's lobbying efforts on their behalf. Attorney General Troy was the last speaker of the conference. He presented a profile of the upcoming bond referendum.

EVALUATION FORM AND ANALYSIS

Approximately 185 sheriffs and staff attended the three day conference. There were 125 questionnaires completed, representing

a rate of return of 68%. A copy of this questionnaire is included in the appendix. Ninety-five percent of those completing this final evaluation form attended all three days of the conference.

All four conference aspects listed in the first question were rated favorably. Association with fellow sheriffs was the most favorable (a mean of 1.6) and formal discussions with speakers received the lowest rating (a mean 2.3). The following is a breakdown of the responses given each aspect.

	Extremely Helpful			Not Helpful	
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
Association with Fellow Sheriffs	67%	19%	7%	4%	2%
Presentation of Speakers	40%	40%	14%	3%	3%
Formal Discussions with Speakers	30%	33%	25%	1%	5%
Evening (Informal) Discussion Sessions	42%	25%	20%	7%	6%

If you condense the response to that of favorable vs. negative, all four aspects received more than 75% favorable responses. (responses of 1 or 2 constituted a favorable rating and responses of 4 or 5 a negative - a response of 3 was eliminated as not applicable to either category).

	<u>Favorable</u>	<u>Negative</u>
Association with Fellow Sheriffs	93%	7%
Presentation of Speakers	75%	5%
Formal Discussions with Speakers	83%	17%
Evening (Informal) Discussion Sessions	84%	16%

The five topics which the sheriffs felt were most helpful

in solving specific problems were:

	<u>Percentage of the Responses</u>
Changes in Juvenile Laws	29%
Jail Standards and Inspections	24%
You and the Courts	9%
Jail Budgeting and Financial Reporting	8%
Opening Addresses	8%

The five topics which the sheriffs felt were most interesting to them were:

Changes in Juvenile Laws	28%
You and the Courts	19%
Jail Standards and Inspections	16%
Opening Addresses	7%
Jail Budgeting and Financial Reporting	6%

The sheriffs felt these five topics had the least helpful information.

Jail Budgeting and Financial Reporting	13%
Cooperative Jail Operations	13%
Paramedics and Pharmacy Requirements	13%
Changes in Juvenile Laws	11%
Alternative Training and Funding Sources	11%

It should be noted that more than half (68%) of the sheriffs had no response for the least helpful speaker. It is also interesting that both "Changes in Juvenile Laws" and "Jail Budgeting and Financial Reporting" received a large number of negative as well as

positive responses. The analysis of the questions concerning speakers may explain part of this confusing occurrence.

The three speakers which the sheriffs felt were most knowledgeable were:

Estelle	37%
Wilkinson	13%
Fosen	5%

The sheriffs felt the least knowledgeable speakers were:

Weddington	24%
Baltz	8%
Owen	8%
Walker	8%

Again more than half (60%) of the sheriffs had no response for the least knowledgeable speaker. That Owen and Weddington received so many negative responses could indicate that while the topics were important to the sheriffs, the speakers did not answer their particular questions.

The sheriffs felt the best prepared speakers were:

Estelle	31%
Fosen	11%
Friday	8%

Overall, the sheriffs selected as the best speakers:

Estelle	36%
Wilkinson	15%
Fosen	8%
Friday	8%

From these seven questions, certain conclusions can be made. The discrepancy in the topics of "Changes in Juvenile Law" and "Jail Budgeting and Financial Reporting" have already been discussed.

The sheriffs' genuine concern for their legal obligations to inmates is indicated by their selection of important topics and speakers, most of which addressed the present and future legal constraints on sheriffs.

There were three questions on the evaluation form to which the sheriffs responded with suggestions for next year's conference. The first was for future topics they would like covered. The list below contains the topics which more than 5% of the sheriffs listed for inclusion at next year's conference. In order of popularity, they are as follows:

- Jail Standards and Inspection
- Changes in Juvenile Law
- New Legislation
- Legal Responsibilities of Sheriffs and Staff
- You and the Courts (courtroom and civil paper procedures)
- Records and Reports (inmate time keeping)
- Cooperative Jail Operations

Other suggestions offered, (less than 5% received) in alphabetical order are as follows:

- Alternative Training and Funding Sources
- AMA Medical Standards and Paramedics
- Classification
- Consultant Services (use and availability)
- Food Service
- Goals for Virginia Jails
- Inmate Recreation
- Jail Budgeting and Financial Reporting
- Jail Operations (booking and staffing procedures)
- Jail Training
- Management Techniques
- Medical Care and Mentally Ill Prisoners
- Security
- Small Jail Needs

Title VIII
Treatment Programs
Update of Crime Commission Jail
Study
Work Release

It is interesting that most of the highly requested topics were those included in this year's agenda. Many of the sheriffs indicated a desire to have some evening entertainment arranged for next year's conference. They also wanted sheriffs from outside Virginia to address the conference concerning their problems and the solutions they have found for them.

The second question concerned speakers for next year's conference. Like the responses to the question on topics the most popular responses were for those who spoke at the 1977 conference. However, the list for speakers included fewer new suggestions than the list of topics. Listed in order of popularity, those speakers who received more than 5% of the responding sheriffs are:

Judge James Wilkinson
William Estelle
Bert Friday
T. Don Hutto
Pleasant Shields
Delegate Ray Ashworth
Anthony Troy
Robert Fosen
William Weddington
Charles Owen
Julian Pugh
R. N. Rollason
Dr. Willaim Wingfield

Other suggestions for speakers (receiving less than 5%) of responding sheriffs are listed in alphabetical order:

Duane Baltz
Jack Cales
Judge Carneal
Chairman of the Compensation Board
Craig Dobson

Walther Fidler
 Ray Geason
 The Governor
 Wilhelm Haag
 Hunter Jones
 John MacIlory
 Judge Mehrige
 Person Receiving Inmates
 Dr. Joseph Rowan
 William Sewell
 Selwyn Smith
 Robert Spann
 Treatment and Residential People
 Senator Stanley Walker

Sixty-seven percent of the suggestions for the location of the next conference were Virginia Beach. The suggestions and the percentage of response for each are below:

	<u>Percentage</u>
Virginia Beach	67%
Richmond	5%
Charlottesville	4%
Roanoke	4%
Norfolk	2%
Williamsburg	1%
Waynesboro	1%
More Centralized	2%
No Response or No Opinion	14%

There were two questions included on the evaluation form which allowed the sheriffs to rate the meeting facilities and conference organization. The results of these questions are:

	<u>Percentage</u>			
	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>
Meeting Facilities	43%	53%	4%	0%
Conference Organization	68%	32%	0%	0%

As you can see, most of the respondents to these questions rated these two areas highly. The comments on these questions indicated

that the sheriffs found the food served at the conference the least satisfactory of the facilities at the hotel.

Ninety-seven percent of the respondents to the final evaluation form planned to attend next year's conference. Several of those responding negatively noted that they were leaving local law enforcement.

Only two percent of the responding sheriffs felt the conference should be shorter, 81% felt the length of time was satisfactory and 17% felt the conference should be extended with most of these indicating a desire for a one day extension.

The final question on the evaluation form asked if the conference had been a meaningful and informative experience. Every sheriff who responded to this question replied "Yes".

RECOMMENDATIONS AND SUGGESTIONS

Overall, there can be no question that this conference served a very useful purpose. From the sheriffs opinions and questions, there is no doubt the conference did indeed inform these officials of changes in correctional philosophy which impact the operations of local Virginia Correctional Institutions. Much of what this conference accomplished cannot be measured in an evaluation such as this. It served to bring law enforcement officers from across the State together to discuss their common problems, to voice their common concerns, and to attempt solutions for particular problems facing many of them.

One improvement for next year's conference would be the addition of panel discussions or workshops. Many sheriffs indicated a desire for such activities. The workshops could be run three at a time, thus allowing the sheriffs a choice of topics to attend. If more than one workshop was of particular interest to a sheriff, he could send staff to both allowing for more coverage during the short time of the conference. If these workshops were held along with group presentations there would be an excellent blend of format structures.

Another change which would improve the conference effectiveness would be to notify the sheriffs in advance of the topics and agenda. In this way jail staff could better plan to participate and more staff could attend. Along with this, speakers should submit an outline of their presentations in advance. This would insure that the topics selected were addressed in the way intended. This might also prevent such things as the Attorney General speaking about the bond referendum, rather than his assigned topic of new legislation.

A final suggestion would be that handouts are prepared and distributed after each presentation. This would enable the participants to better absorb all the information presented. It would also serve to ensure that the major points that the speakers intended to address were realized.

APPENDIX

VIRGINIA BEACH
SHERIFF'S MANAGEMENT CONFERENCE
1977

Dear Sheriff:

The Department of Corrections is planning to conduct this conference again next year. In order to assist us in preparing for this upcoming conference, it is necessary that every participant complete this questionnaire before returning to your locality. We want to make next year's conference as helpful and meaningful for you as possible and you can help by completing this questionnaire. Please feel free to add any additional comments concerning any phase of this conference.

1. Did you attend the entire conference? Yes ___ No ___ if no, what days did you attend _____.
2. Below are listed four aspects of this conference. Would you please rate these aspects in terms of their importance to you by circling one of the numbers 1 - 5 beside each aspect (1) being extremely helpful and (5) being not helpful at all.

1	2	3	4	5	association with fellow sheriffs
1	2	3	4	5	presentations of speakers
1	2	3	4	5	formal discussion with speakers
1	2	3	4	5	evening (informal) discussion sessions
3. Listed below in Part A are the topics that were covered during the conference and the speakers for each. Please answer the questions in Part B with either the most appropriate speaker or topic. (You may use a speaker or topic more than once)

PART A

- 1) Addresses - Messers. Estelle, Smith, Hutto
- 2) You and the Court - Judge Wilkinson, Messers. Cales, MacIlory
- 3) Changes in Juvenile Laws - Mr. Weddington
- 4) Alternative Training and Funding Sources - Messers. Dobson, Baltz, Sewell
- 5) Jail Budgeting and Financial Reporting - Mr. Owen
- 6) Jail Standards and Inspection - Messers. Fosen, Friday, Spann, Senator Walker
- 7) AMA Medical Standards - Dr. Rowan
- 8) Update of Crime Commission Jail Study - Delegate Ashworth
- 9) Cooperative Jail Operations - Mr. Rollason
- 10) Goals for Virginia Jails - Mr. Shields
- 11) Paramedics and Pharmacy Requirements - Dr. Wingfield, Mr. Hoag
- 12) VALECO - Messers. Jones, Hodnett
- 13) New Legislation - Mr. Troy

PART B

- 1) _____ was the topic that will probably help me the most in solving some specific problems in my jail or Sheriff's office.
- 2) The topic of _____ was the most important to me.
- 3) Personally, I thought the topic of _____ contained the least helpful information for me.

Speakers

- 4) With respect to his subject _____ appeared to be the most knowledgeable speaker.
- 5) With respect to his subject _____ appeared to be the least knowledgeable speaker.
- 6) _____ seemed to be the best prepared speaker to me.
- 7) Overall, the best topic or speaker which I heard was _____
- 8) Additional Comments on the Presentations: _____

4. Please list two topics which you would like to see covered next year.

5. Please list speakers that you would care to have address this conference next year.

6. Where would you prefer to see this conference located next year?

7. How would you rate the meeting facilities (food, accommodations, conference room, etc.)

Excellent Good Fair Poor

8. How would you rate the organization of this conference? (circle one)

excellent good fair poor

9. I plan on attending next years conference. (circle one)

yes no

10. I feel this conference's length should: (circle one)

be shorter remain the same be longer

END